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REGISTERED DOCUMENT This document must be accounted for periodically. Registered No. YX-

REGISTERED DOCUMENT COVER SHEET

SHORT TITLE:

COTO-2

FEBRUARY 1955

COPY Nº

144

TR CC 200-1

ATTENTION:

It is the <u>personal</u> responsibility of the custodian of this registered document to comply with the provisions of dated 3 June 1953.

25X1A

On 30 June and 31 December, a report of possession must be prepared on this document. (See paragraph 11b. of

25X1A

25X1A

NOTE: This cover sheet is not to be removed from this document.

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CATALOG OF COURSES

TR CC 200-1

Revisions

June 1956

Copy No.____

Office of Training

(All new pages are to be inserted in Catalog binder dated February 1955.)

1. Remove and Destroy:

PREFACE

Page iii

FOREWORD

Pages iv through ix

Do not destroy four charts dated April 1956

BASIC

B**-**7

INTELLIGENCE

I-4, 6, 8, and 10

LANGUAGE & EXTERNAL

Pages entitled:

LANGUAGE (INTERNAL*) Introduction and Index

(2 pages)

AREA (INTERNAL*) Introduction

Physical and Economic Geography of the USSR

AREA AND LANGUAGE (EXTERNAL*)

OPERATIONS TECHNICAL 0-3, 5, 7, 13, and 15 (2 pages) T-1, 4, 8, 11, 14, 18, and 20

2. <u>Insert Text</u> (dated June 1956):

PREFACE

Page iii

FOREWORD

Pages iv through vii (preceding charts, pages

xi through xiv)

BASIC

B-7

INTELLIGENCE

I-3, 5, and 7

LANGUAGE &

Pages entitled:

EXTERNAL

LANGUAGE (INTERNAL)* Introduction and Index

(2 pages)

AREA (INTERNAL*) Introduction

LANGUAGE AND AREA (EXTERNAL)*

MAIN GREEN TAB

New main tab titled:

, and five

pages of course descriptions (Place in front

of OPERATIONS tab)

OPERATIONS

0-4, 6, 8, 13, and 16

TECHNICAL

T-4, 9, 12, 16, and 19

3. Enter Corrections:

BASIC

B-12 NOTE at bottom of page to read:
Clerical Refresher Program:

2 1111

25X1A

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CATALOG OF COURSES

TR CC 200-1

Revised Edition

November 1955

Copy No.

Office of Training

Remove and Destroy:

The entire contents of the Catalog of Courses (beginning with page vi in the FOREWORD), including all subsequent revisions dated 1 May 1955 and 1 August 1955, should be removed from the binders and destroyed.

Insert Revised Text:

The Catalog revisions dated November 1955 should be inserted in the

The Catalog revisions date to the control of the catalog revisions date to the catalog revision date to the catalo (Chart 200-1, No. 1) (Chart 200-1, No. 2) (Chart 200-1, No. 3) Page xii (Chart 200-1, No. 4) Page xiii

Enter Corrections:

TITLE PAGE

Page i

Lower right-hand corner, February 1955

to read: November 1955

PREFACE

Page iii

First paragraph, third line, to read: "L" (Language and External Training),

Delete:

PREFACE

Page iii

First paragraph, fourth line: (External Training),

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CATALOG OF COURSES

TR CC 200-1

Revisions

1 August 1955

Copy No. 144

25X1A

Office of Training

1. Remove and Destroy:

FOREWORD

Fage x Chart TR CC 200-1, No. 1

Page xi Chart TR CC 200-1, No. 2

INTELLIGENCE

Page I-3

OPERATIONS

_Pages 0-9, 0-10

2. Insert Text (dated, 1 August 1955):

FOREWORD

Page x Chart TR CC 200-1, No. 1

Page xi Chart TR CC 200-1, No. 2

BASIC

Page B-18

OPERATIONS TECHNICAL Page 0-10

3. Enter Corrections:

FOREWORD

-Page vi Under BASIC TRAINING write in "Effective

Writing B-18"

-Page ix

OPERATIONS

-Page 0-5 ENROLLMENT to read: 6 to 20

4. Delete:

FOREWORD

✓Page vi Intelligence Refresher I-3

Page vii Order of Battle 0-9

Page xii 0-8 Operational Security

0-9 Order of Battle and schedule

23 Investigative Techniques

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CATALOG OF COURSES

TR CC 200-1

Revisions

1 May 1955

Copy No.

144

Office of Training

Remove and Destroy:

FOREWORD

Pages vi, vii, viii, ix

Charts 200-1, Numbers 1, 2, 3, 4

BASIC

Pages B-3, B-7, B-8, B-12 INTELLIGENCE

Page I-6

Pages 0-8, 0-21, 0-22 (two sheets), 0-23

Pages T-1 through T-16 TECHNICAL

Insert Revised Text:

OPERATIONS

FOREWORD

Fages vi, vii, viii, ix

Page x (Chart 200-1, No. 1)

Mage xi (Chart 200-1, No. 2)

₽age xii (Chart 200-1, No. 3)

Page xiii (Chart 200-1, No. 4) BASIC

Pages B-1 (a), B-3, B-7, B-8, B-12, B-16, B-17 Pages I-1, I-3, I-4, I-6, I-7, I-8, I-9, I-10 Pages 0-21, 0-22

Pages T-1 through T-21

Enter Corrections:

INTELLIGENCE OPERATIONS TECHNICAL

BASIC

▶Page B-2 DURATION to read: 2 half days -- 3

hours each day (6 hours)

OPERATIONS

-Page 0-16 LOCATION to read: Other than Head-

quarters

→Page 0-17 LOCATION to read: Other than Head-

quarters

→Page 0-18 LOCATION to read: Other than Head-

quarters

-Page 0-19 LOCATION to read: Other than Head-

quarters

-Page 0-20 LOCATION to read: Other than Head-

quarters

Delete:

LANGUAGE and AREA (Int)

Languages within Organization (second sheet):

Persian Languages

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TR CC 200-1

CATALOG OF COURSES

(Supersedes issuance of October 1953)

November February 1955

Approved For Release 2000/06/06 : GIA-RDR78-06370A000300050001-8

This Catalog of Courses is to be used in planning the training of personnel returning to headquarters, TDY and PCS. It should be made available for examination by all staff personnel as well as personnel officers and supervisors.

In planning Career Development Programs, this catalog will be a valuable guide to an individual selecting courses, in implementing and in processing the Field Reassignment Questionnaire.

25X1A

Special care must be taken to ensure that this catalog does not fall into unauthorized hands; it is a REGISTERED DOCUMENT.

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PREFACE

This catalog contains synopses of pertinent courses given by, or arranged through, headquarters. Courses are listed according to the following sections: "B" (Basic Training), "I" (Intelligence Training), "L" (Language and External Training), "O" (Operations Training), "T" (Technical Training), and

25X1A

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Operations courses and technical training are restricted to personnel and to some personnel of the support offices; other courses are open to employees of all components of the organization.

In addition to courses given at the facilities of the organization, there are courses at schools and other professional courses available to personnel of the organization. These courses are listed under External Training and arrangements for attendance should be made through Headquarters.

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A table of contents is included in the Foreword. Each course-listing includes: course title, brief statement of course objective(s), prerequisites in terms of prior training or equivalent experience, limitations on enrollment, security clearance, duration, location, and, with the exception of certain clerical courses, a description of the course content and methods of instruction. Only summarizations of language, area, and external training are included.

Training requirements not fulfilled by the courses listed in this catalog can be met through the establishment of new or special courses. Suggested curricula and other pertinent information should be submitted to Headquarters.

3 JUL

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Courses	Section and Course No.
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World Communism	I - 2
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(See Introduction and Index to this se	ction of the Catalog)
AREA (INTERNAL)	
(See Introduction to this section of t	he Catalog)
LANGUAGE AND AREA (EXTERNAL)	
(See Introduction to this section of the	he Catalog)
COURSES	
MANAGEMENT COURSES	

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Course

Section and Course No.



COMMUNICATIONS

Staff Cryptographic Systems (Manual) Briefings

Staff Cryptographic Systems (Manual)

Staff Cryptographic Systems (Manual) Refresher

MEDICAL

First Aid

Individual Medical Support

Medical Terminology

RESEARCH AND REPORTS

Physical and Economic Geography of the U.S.S.R.

Industrial Photographic Intelligence

CENTRAL REFERENCE

Intelligence Subject Code

LOGISTICS

Logistics Support

SECURITY

Security Introduction

3 JUL

Next 1 Page(s) In Document Exempt

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SEGRET OUR PERSONNEL ONLY BASIC SCHOOL SCHEDULE

COURSE TITLE	1058	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECENSER	JAHUARY	FEBRUARY	NARCH	APRIL	HAY	JUNE
B 2 KUBARK REVIEW	N N			a e	2.3	4	2 3		4 1	20 00		
8 3 BASIC CRIENTATION				8 49		111-14					27	
B.4 ADMINISTRATIVE PROCEDURES	NAME OF		16 28					0.000	201 201 201		A PROPERTY OF THE REAL PROPERT	
B.5 OPERATIONS SUPPORT	25			29	150					2.1		100
B.7 BASIC SUPERVISION *			24	5 22	2 26		7 179			269.57	ar wife.	200
B 8 BASIC MANAGEMENT*		. 1	30 7 20	8 19	K I I I		713	995				3

INTELLIGENCE SCHOOL SCHEDULE

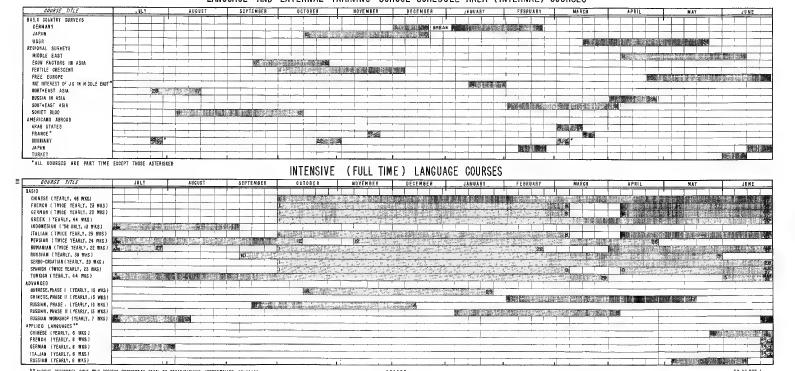
COURSE TITLE	1PFA	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	HARCH	APRIL	YAY	JUNE .
I.I INTELLIGENCE PRINCIPLES	20			The Heat 120	200	es pi (636		2			
12 WORLD COMMUNISM	28	2.00	4 128	24					1	用。		7 166
13 CONFERENCE LEADERSHIP*		1		22	200		28		86			
15 EFFECTIVE SPEAKING * (FORNERLY INTELL, BRIEF.)			le e			BREA	K Mariana					
I.6 WRITING WORKSHOP * (FORMERLY INTELL WRITING)			4 27	259				255	21			

* PART TIME COURSES

MOTE: COURSE SCHEDULES AFTER I JAN ARE TENTATIVE
APRIL 1058

SECRET OUR PERSONNEL ONLY TR CC 200-1 Chart no 1

Approved For Release 2000/06/06/06/06/06/01A-RDP78-06370A000300050001-8 LANGUAGE AND EXTERNAL TRAINING SCHOOL SCHEDULE-AREA (INTERNAL) COURSES



TR CO 200-1 CHART NO 2 ** RUDDVE PERSONNEL ONLY WHO POSSESS PROFIDENCY EQUAL TO ORGANIZATION'S INTERNEDIATE STANDARD OR COMPLETION OF AN ADVANCED COURSE SECRET OUR PERSONNEL ONLY NOTE: COURSE SCHEDULES AFTER I JAN. ARE TEMTATIVE APRIL 1956

25X1A Approved For Release 2000/06/06 : CIA-RDP78-06370A000300050001-8 Next 1 Page(s) In Document Exempt Approved For Release 2000/06/06 : CIA-RDP78-06370A000300050001-8

Approved For Release 2000/06/96 VIC AFROM 8-06370A000300050001-8-2

TITLE

KUBARK Review

OBJECTIVE

Basic coverage of substantive organizational

intelligence material

PREREQUISITE

Secret clearance

ENROLLMENT

16 to 83

DURATION

Three hours

LOCATION

Headquarters

This course is designed to refamiliarize personnel of the organization returning from extended overseas assignments with organizational developments and changes which have taken place in the national intelligence structure, and the relationship of the organization with

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A major portion of this course will be a seminar.

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TITTE

Basic Orientation

OBJECTIVES

Mission, organizational structure and functions of the intelligence community of this country

Nature of clandestine activity, and roles of the components of the organization in collection, production, coordination, evaluation, and dissemination of intelligence

Introduction to Communism and the USSR with emphasis on Communist ideology, methods, tactics, and organization

of the government and Communist Party

Discussions concerning The American Thesis

PREREQUISITES Top Secret clearance

Pretest

ENROLLMENT

10 to 125

DURATION

Three weeks (120 hours)

LOCATION

Headquarters

This is the basic course for all intelligence officers and such other officer personnel as are concerned with support of operations. It defines the organization's place in the intelligence community, functions of the organization substantive offices, and the part played by covert activity in the fields of foreign relations and defense.

Guest lecturers from various operating components explain the processing of intelligence from collection to ultimate use. An extensive exhibit familiarizes students with the stages and production of intelligence-gathering activity.

The second phase of this course provides a basic introduction to the theory and practice of Communism and satisfies a prerequisite for further, specialized study offered in the course on World Communism and the new Anti-Communist Operations course.

The course includes films, seminars, and examinations on the various phases of instruction.

TITLE Administrative Procedures

OBJECTIVES Basic procedures of administration in headquarters of-

fices and administrative support in clandestine services

headquarters and field stations

Organization and functions of principal staff elements

Operational and security hazards involved in support

functions

PREREQUISITES Top Secret clearance

Pretest

ENROLLMENT 10 to 50 (Students may be enrolled for all, or for por-

tions of the course, as required)

DURATION Three weeks (120 hours)

LOCATION Headquarters

The purpose of this course is to indoctrinate clerical personnel of (Officer personnel, and those of the clerical level for whom increased responsibility and authority are imminent, should be scheduled for Operations Support.)

During the first week of the course, organization, general office regulations and procedures as applied in the use of vouchered funds will be emphasized. The second week concerns an introduction to clandestine activities, and the administrative regulations and procedures that apply to the clandestine services headquarters; and the third week the overall field procedures.

Students receive comprehensive problems in name checks, dispatch, pouch, cable and message writing procedures; unvouchered funds procedures of domestic and foreign travel; finance and property accounting. regulations and procedures are covered by an objective test.

Lectures examine the organization, mission and functions of this organization and the clandestine services, and orient the student in relation to his function and responsibility to this organization. Defensive security is stressed, particularly with regard to its application to the administrative elements of a clandestine organization.

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B-5 Approved For Release 2000/06/06: CIA-RDP78-06370A000300050001-8

TITLE Operations Support

OBJECTIVES Basic principles, theory, and doctrine of clandestine or-

ganization and activity

Problems of administrative support into clandestine op-

erations

PREREQUISITES Top Secret clearance

Basic Orientation, or equivalent in headquarters or field

experience

ENROLLMENT 10 to 65

DURATION Five weeks (200 hours)

LOCATION Headquarters

This course is for personnel concerned with administrative functions in support of the clandestine services. The material as presented is designed for officer personnel; however, those of the clerical level for whom increased responsibility and authority are imminent may be admitted.

Instruction is given in two phases - Tradecraft Principles and Administrative:

The Tradecraft Principles Phase introduces students to the basic principles and techniques of clandestine operations, and to the organization and functions of the clandestine services.

The Administrative Phase analyzes the interrelationships between operating functions and administrative support functions. Procedures, regulations, projects, PRQ's, name check, agent service record and termination methods, handling of operational approvals, information request and report, dispatch, pouch, cable and message writing procedures; domestic and foreign travel; finance and property accounting are emphasized.

The lectures are supplemented by case histories, practical work, films, seminars, and field problems.

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TITLE

Basic Supervision

OBJECTIVE

Effective management at the level of the first-line

supervisor

PREREQUISITES

Top Secret clearance

Grade 5 through Grade 14

Present or anticipated supervisory assignment

ENROLLMENT

8 to 18

DURATION

Two weeks: 4 hours each morning (40 hours), plus from

10-15 hours' unclassified reading outside scheduled class

time

LOCATION

Headquarters

The course is for persons from all major components at all levels through Grade 14 who are directly responsible for personnel at the first working level. The objective is to orient the first-line supervisor to the responsibilities and authority which are characteristic of first-line supervision throughout the organization. Presentations at the Grade 12 to Grade 14 level are titled "Supervision for Intelligence Officers" and are specifically geared to two types of individuals: (1) those whose main responsibility is substantive research but who also have some management responsibility as project leaders, and (2) those who guide or advise other intelligence officers or technical personnel in a staff or liaison capacity.

The course assumes that most students are carrying their own production workload, and that supervisory responsibilities are in addition to, and not in place of, their substantive, technical or production assignments. Particular emphasis is given problems of person-to-person relationships as the supervisor meets them in his responsibilities for training, communicating, planning and disciplining. Selected aspects of organization, leadership and control are also dealt with.

Each successive course is offered to a specified group, for example, Grade 9 to Grade 11, so that supervisors of a given general level of responsibility work together and so that specific course content can be adjusted to the needs and capacity of the participants. A limited number of non-supervisors being prepared for supervisory positions can be accepted, but the specific reasons for their attendance at the course should be made clear to them and to the instructor by the supervisor concerned.

The course content includes: reading, lectures, and group discussions of problem cases. Through these means students are guided in applying basic principles of sound management to the situations in which they are working.

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TITLE

Basic Management

OBJECTIVE

Effective management at the branch chief supervisory

level

PREREQUISITES Top Secret clearance

Grade 11 through Grade 15

ENROLLMENT

8 to 20

DURATION

Two weeks: 4 hours each morning (40 hours), plus 10 to

20 hours of unclassified outside reading

LOCATION

Headquarters

The course is aimed primarily at the level of the branch chief, but is open to personnel above and below that level. Each successive course is offered to a specified group, for example, Grade 12 through Grade 14, so that supervisors of a given general level of responsibility work together. Students in the course are assumed to have at least one lower echelon of supervisors under their direction; for example, section heads. It is presumed that substantially, full time on the job is spent in management activities (planning, directing, coordinating and controlling), rather than in direct substantive work. The course covers elements of management which are common to middle levels in

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The course contains the following major elements: (1) a highly generalized job analysis of middle management responsibilities in the organization; (2) a limited amount of general doctrine current in the field of management; (3) discussion of specific management techniques in use in components of the organization; and (4) group analysis of problem situations and of case histories.

At every point the course emphasizes the student's responsibility for translating his own background of experience and the information exchanged in the course into the terms and problems of his current job assignment. He is encouraged to define his problems as specifically as possible, to select a line of attack, and to undertake his own solutions. The 40 hours of the course span two weeks in half-day sessions, so that participants may maintain daily contact with their offices and apply ideas of the classroom to the job situation.

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TITLE English Usage

OBJECTIVES Review of basic grammar principles which include parts of

speech, their effective use in sentences, and sentence

structure

Review of fundamental and practical rules of punctuation

and capitalization

The use of the dictionary, and the systematic study of

word usage with emphasis on confusing words

PREREQUISITES Secret clearance

Pretest

ENROLLMENT 5 to 15

DURATION Four weeks - $1\frac{1}{4}$ hours per day (25 hours)

LOCATION Headquarters

NOTE

Courses B-12, 13, 14, 15, 16, 17, 18, and 19 comprise the Refresher Training program.

Approved For Release 2000/06/06: CIA-RDP78-06370A000300050001-8 B-13 SECRET - OUR PERSONNEL ONLY

TITLE

Shorthand Theory Review

OBJECTIVES

Review of Gregg shorthand theory

Dictation speed of 60 words per minute on practiced

material

PREREQUISITES

Secret clearance

Basic knowledge of Gregg shorthand theory

Pretest

ENROLLMENT

5 to 20

DURATION

Four weeks - $1\frac{1}{2}$ hours per day (30 hours)

LOCATION

Headquarters

B-14

TITLE

Introductory Shorthand Dictation

OBJECTIVES

Review of Gregg shorthand theory

Dictation speed of 60 words per minute

PREREQUISITES Secret clearance

Pretest or achievement of objectives in preceding class

(Dictation speed of 60 words per minute on practiced

material)

ENROLLMENT

5 to 20

DURATION

Four weeks - 1 hour per day (20 hours)

LOCATION

Headquarters

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TITLE Intermediate Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory

Dictation speed of 80 words per minute

PREREQUISITES Secret clearance

Pretest or achievement of objectives in preceding class

(Dictation speed of 60 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks - $1\frac{1}{2}$ hours per day (30 hours)

LOCATION Headquarters

B-16

TITLE Advanced Shorthand Dictation

OBJECTIVES Stenographic practice in organization terminology

Dictation speed of 100 words per minute

PREREQUISITES Secret clearance

Pretest or achievement of objectives in preceding class

(Dictation speed of 80 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks - $1\frac{1}{2}$ hours per day (30 hours)

LOCATION Headquarters

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B-17 SECRET - OUR PERSONNEL ONLY

TITLE Non-clerical Basic Typing

OBJECTIVE Introduction to typing for non-clerical personnel who

will find the machine a helpful, occasional tool in the

preparation of notes, memos, and drafts

PREREQUISITE Secret clearance

ENROLLMENT 15 to 30

DURATION Eight weeks - 45 minutes per day (30 hours) - (May be

scheduled during or after working hours)

LOCATION Headquarters

B-18

TITLE Typing Techniques Review

OBJECTIVES Review of keyboard and basic techniques

Development of speed and accuracy

40 net words per minute on a ten-minute timed writing

PREREQUISITES Secret clearance

Basic knowledge of the keyboard

Pretest

ENROLLMENT 5 to 15

DURATION Four weeks - 1 hour per day (20 hours)

LOCATION Headquarters

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TITLE

Advanced Typing

OBJECTIVES

Refine techniques

Increase speed and accuracy

PREREQUISITES

Secret clearance

Pretest or achievement of objectives in preceding class (40 net words per minute on a ten-minute timed writing)

ENROLLMENT

5 to 15

DURATION

Four weeks - 1 hour per day (20 hours)

LOCATION

Headquarters

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B-20 SECRET - OUR PERSONNEL ONLY

TITLE Instructional Techniques

OBJECTIVES Teaching methods and techniques as practiced at head-

quarters

Capabilities of headquarters for instructional

support

PREREQUISITE Top Secret clearance

ENROLLMENT 10 to 20

DURATION One week (40 hours)

LOCATION Headquarters

This course introduces students to the principles and methods of teaching and learning, including the advantages and uses of visual and aural aids. Emphasis is placed on self-improvement and the instructional techniques employed at headquarters.

Students prepare lesson plans and present lectures or demonstrations in subjects of their own choosing. Directed discussions help to point out strong points and defects of the presentations. Methods of preparation of training aids and capabilities of the organization to supply all types of training aids, from posters and charts through films to sand tables and three-dimensional aids, are discussed.

In cases where a sponsoring office requests that a student be given specialized instruction, on-the-job tutorial training with senior instructors will be provided.

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Approved For Release \$2000106/06R \$2148-0301278-05370A000300050001-21

TITLE Effective Writing

OBJECTIVES To study those principles of exact, clear, forceful,

expository writing which must be possessed as minimum skills by any employee who writes or supervises writing

activities.

To investigate and practice the most effective methods of organizing and presenting material for specific pur-

poses

To sharpen, through study and practice, the capacity to perform accurate, logical thinking, and to show the essential relationship between good thinking and good

writing

ENROLLMENT 20

DURATION 20 hours - Two 1-hour sessions per week for ten weeks

LOCATION Headquarters

The course is designed for professional employees at all levels throughout the organization. It includes lectures, practical exercises and critiques. In addition to group discussions, the course provides as much individual assistance on writing problems as time or circumstances permit.

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TITLE Intelligence Principles and Methods

OBJECTIVE Instruct and give practice in skills and methods of

processing intelligence materials

PREREQUISITES Top Secret clearance

Basic Orientation, or equivalent in headquarters or field

experience

ENROLLMENT 10 to 30

DURATION Four weeks (160 hours)

LOCATION Headquarters

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Intelligence Principles and Methods is designed to give instruction and training to the personnel of who will be engaged in the processing and production of intelligence materials. The course is scheduled to follow the Basic Orientation course.

In Intelligence Principles and Methods the emphasis is on learning-by-doing. In lecture-discussion periods students are instructed in the methods and techniques of processing information for a variety of intelligence purposes. The principles are then applied in exercises of abstracting information pertinent to a particular problem from a number of related documents, writing intelligence briefs, memoranda and special articles. Practice is also afforded in the oral presentation of intelligence through a series of briefings on selected subjects and problems of strategic intelligence.

The course includes a reading analysis program designed to discover faulty reading habits.

I-2 Approved For Release 2000/06/06: CIA-RDP78-06370A000300050001-8

TITLE World Communism

OBJECTIVE History, theory, structures and organizations, strategy and

tactics, and operations of Communist Parties

PREREQUISITES Top Secret clearance

One-week study of Communism (Basic Orientation), or equivalent

ENROLLMENT 6 to 30

DURATION Four weeks (160 hours)

LOCATION Headquarters

This course, formerly known as Communist Party Operations, is now available to all intelligence officers throughout the organization who need a working knowledge of the World Communist movement. For analysts, the course provides a framework for further study of any substantive aspect of World Communism; for operations officers it provides a basis for specific approaches studied in detail in the new Anti-Communist Operations course.

Emphasis is placed on aspects of Party principles, strategy and tactics, functions, structures, organizations, and operations. Lectures and discussions are designed to give students a comprehensive knowledge of World Communism. Specific attention is focused on basic terminology and essentials of ideology in relation to current operational objectives of staff components. The course analyzes the structures and functions of Party organs and parallel apparati, including development of cadres, propaganda, and finance. Special study is devoted to aspects of Communist clandestine operations, i.e., military, intelligence, and the underground.

Training aids, including charts and films, illustrate the material covered in lectures and discussions.

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TITLE

Conference Leadership

OBJECTIVE

To identify, explain, and apply the principles and techniques of effective conference planning, leadership, and

participation

PREREQUISITE

Top Secret clearance

ENROLLMENT

12 **to** 16

DURATION

Six weeks: two 2-hour sessions per week (24 hours)

LOCATION

Headquarters

The course is designed primarily for officers in all components of the organization who are responsible for planning and leading various types of group discussions, but the role of an effective participant is also emphasized. In the first two class sessions the instructor discusses the ways and means of planning and conducting successful group conferences, giving special attention to the solving of problems of control. In the remaining sessions each student leads the group in a 40-minute discussion of a topic of general interest. An intensive critique follows each discussions.

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TITLE Scientific Intelligence

OBJECTIVE Review collection and production methods, survey the

current problems, and assess the achievements of

scientific intelligence

PREREQUISITES Top Secret clearance

Present or future assignment requiring familiarity with

scientific intelligence

ENROLLMENT 8 to 15

DURATION Ten days (70 hours)

LOCATION Headquarters

The course is designed to broaden perspective and understanding of the intelligence function and the contribution of sciences to the national intelligence effort, to increase knowledge of selected scientific and technical subjects and to stimulate discussions of current scientific intelligence problems.

Forty hours are devoted to seminars introduced and conducted by specialists, with topical emphasis on the current scientific and technological capabilities of the USSR. In daily oral briefings the students explain the nature of their work and discuss the methods and techniques which have proved successful in intelligence production within their own sphere of competence and responsibility. Also included are exercises in production, films of general intelligence interest, and a special reading analysis program.

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TITLE Effective Speaking

OBJECTIVE Principles of public speaking as related to the oral presenta-

tion of intelligence; including selection and use of graphic

aids

PREREQUISITES Top Secret clearance

Present or future assignment requiring proficiency in oral

briefing

ENROLLMENT 12 to 20

DURATION Six weeks: 2-hour sessions twice a week (24 hours)

LOCATION Headquarters

Early sessions in the course emphasize basic principles and fundamentals of public speaking. Students prepare and present short speeches before the class. These are analyzed and constructive suggestions are offered in class discussions. Tape recordings made of each presentation assist both instructor and student in further analysis. Later in the course, students give longer speeches on topics related to their own responsibilities. Class critiques emphasize fine points of delivery, organization of content, proper use of graphic aids, and general effectiveness.



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TITLE

Writing Workshop

OBJECTIVES

Review the elements and apply the principles of clear, con-

cise writing

PREREQUISITE

Top Secret clearance

ENROLLMENT

10 to 12

DURATION

Nine 3-hour sessions during a period of four weeks (27

hours]

LOCATION

Headquarters

The course is conducted as a workshop primarily for employees whose assignments involve the written presentation of intelligence, but the emphasis on fundamental principles of composition makes it beneficial for anyone who desires to improve his general writing skill. Assignments are tailored to individual needs and experience. Special attention is given to the development of simple, direct style, and to the solution of writing problems such as structural organization and diction. Instructors' criticisms supplement class discussions and exercises designed to correct common writing faults.

TITLE Reading Improvement

OBJECTIVES Develop reading versatility, by improving accuracy and

speed in scanning, informational and study reading

PREREQUISITES Scores on a group of pre-training tests must indicate

scope for improvement

Course objectives must be applicable to job performance

ENROLLMENT 10 to 12

DURATION 36 hours: five 1-hour sessions per week for seven weeks,

plus terminal interview

LOCATION Headquarters

Experience and research demonstrate that average and better than average readers can improve their reading performance substantially, and that the higher skill level is retained permanently.

By increasing comprehension and developing flexibility in application of techniques, employees can use reading as a more effective tool for gaining information. The course is designed to develop a wide range of reading skills so that the employee can adapt technique to reading problems of varying length, complexity, and familiarity. Flexibility in adjustment of technique to purpose and material increases accuracy and speed, and reduces the amount of effort expended in reading.

Each student divides approximately 75% of his time in the course among supervised practice exercises in study reading; informational reading, and scanning techniques. Many of the practice exercises are based on documents of varying types. The proportion of course time each student spends on the specific reading skills varies on the basis of an analysis of his reading needs. The reading accelerator and other mechanical aids are used to control some practice exercises. They help increase the number of words seen at one pause of the eye, and eliminate unconscious regressive eye movements.

The remaining 25% of course time is devoted to lectures, group discussions, and individual consultation with the instructor.

TITLE Reading Analysis Program

OBJECTIVES Analyze relative proficiency in several kinds of reading

skills to determine for individuals and office groups (a) suitability of employee's reading capabilities in relation to specific job requirements, and (b) probable degree of benefit which could be obtained from the Reading Improve-

ment course.

PREREQUISITE Secret clearance

ENROLLMENT 5 to 10

DURATION 6 hours: one hour per day

LOCATION Headquarters

This program serves as a preliminary analysis for the Reading Improvement course. The analysis of the employee's reading proficiency in scanning, informational and study reading tasks determines how well his reading skills are adapted to his job reading requirements, and indicates the areas in which he could improve.

A half-hour conference with each employee informs him of his strengths and weaknesses in reading, and provides a basis for self-improvement.

Upon request, the program is scheduled and adapted for any component with specialized job reading requirements. Through consultation with the office concerned, a program is outlined so that employees' reading performance can be analyzed on the basis of their job reading tasks and materials.

LANGUAGE (INTERNAL)*

Introduction

- 1. Ability to use the languages of foreign peoples is essential to individuals in the business of foreign intelligence. Language training is sponsored by this organization because the effectiveness of every intelligence officer depends as much on his possessing appropriate knowledge in this field as on his professional or technical knowledge.
- 2. The quantity and types of desirable knowledge vary considerably for different individuals and depend on the assignments and functions with which they are charged. Language courses and programs are designed to meet all degrees of need. These range from orientation or indoctrination to solid academic programs designed to provide fluency in a foreign language. It is recognized, however, that attainment of rounded fluency in a language requires from 2,000 3,000 hours of study in the easier languages and from 6,000 8,000 hours in the more difficult languages.
- 3. Facilities for providing required knowledge in language to organization employees consist mainly of regular courses conducted by supplemented by the organization's language laboratory, and regular courses available at other ODYOKE training centers and at universities especially equipped to provide specialized training in languages. (See AREA AND LANGUAGE /EXTERNAL/ Section.) Internal language courses and programs are given on an Intensive (Full Time) basis, or a Part Time basis. (See ADMINISTRATIVE FOREWORD: Long Term Schedules, Charts No. 2 and 3.) For details on enrollment procedures, see the ADMINISTRATIVE FOREWORD.
- 4. Internal language courses listed in this section are either regularly offered or are available when there is sufficient demand. It is sometimes possible to offer courses on a one-time basis in a variety of other languages by utilizing qualified organization personnel loaned to for this purpose, or by employing consultants for intensive short courses.

*See EXTERNAL

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LANGUAGE (INTERNAL)

Index

This Index lists available language courses and programs.

- I. FULL TIME (INTENSIVE) COURSES (See ADMINISTRATIVE FOREWORD: Long Term Schedule, Chart No. 2):
 - A. Basic (Intensive)

Chinese (Yearly, 48 weeks)
French (Twice yearly, 23 weeks)
German (Twice yearly, 23 weeks)
Greek (Yearly, 44 weeks)
Indonesian (1956 only, 13 weeks)
Italian (Twice yearly, 23 weeks)
Persian (Twice yearly, 24 weeks)
Rumanian (Twice yearly, 22 weeks)
Russian (Yearly, 28 weeks)
Serbo-Croatian (Yearly, 39 weeks)
Spanish (Twice yearly, 23 weeks)
Turkish (Yearly, 44 weeks)

B. Advanced (Intensive) - (Phase I and Phase II)

Chinese, Phase I (Yearly, 15 weeks) Chinese, Phase II (Yearly, 15 weeks) Russian, Phase I (Yearly, 13 weeks) Russian, Phase II (Yearly, 13 weeks) Russian Workshop (Yearly, 7 weeks)

C. Applied Languages (Intensive)

Chinese (Yearly, 6 weeks) French (Yearly, 6 weeks) German (Yearly, 6 weeks) Italian (Yearly, 6 weeks) Russian (Yearly, 6 weeks)

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- II. PART TIME COURSES (See ADMINISTRATIVE FOREWORD: Long Term Schedule, Chart No. 3 for courses presently scheduled.)
 - A. Spoken Courses

Elementary Spoken (Phases I, II) Intermediate Spoken (Phases I, II)

French

German

Italian

Russian

Spanish

B. Reading Courses

The reading program in a number of languages consists of the following courses:

Elementary Reading Applied Translation Group

Afrikaans

Arabic

Dutch

French

German

Italian

Portuguese

Romanian

Spanish

The general reading program in Slavic and East European languages consists of the following courses:

Elementary Reading (Phases I and II) Intermediate Reading (Phases I and II)

Bulgarian

Czech

Finnish

Hungarian

Polish

Russian

Serbo-Croatian

Slovak

Advanced Reading (Phases I and II)

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C. Special Reading Courses

For those persons whose need for a reading knowledge of the Russian language is <u>limited</u> or <u>specialized</u>, the following courses are offered:

Russian Familiarization
Short Course in Elementary Russian (Phases I and II)
Elementary Russian Grammar and Reading for Science and Technology
(Phases I and II)

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Economic, or Political, or Scientific Russian Reading (Phases I and II) is offered for those individuals who need to do specialized reading at the intermediate level.

Translation Workshop in East European Languages is offered for those persons who need to do specialized or general reading in Slavic and East European languages at the intermediate or advanced level.

D. Japanese Courses (Reading, Writing, and/or Speaking)

Elementary Japanese Intermediate Japanese Advanced Japanese

(Internal

AREA (INTERNAL)*

Introduction

1. Headquarters has developed a program of internal courses on all foreign areas with intelligence significance for this country. Those courses which are available are listed at the end of this introduction. Additional courses will be announced as they are established. The courses are arranged within these categories.

2. Basic Country Survey:

An introduction to the study of the sociological, political and economic factors, which historically and currently influence the culture, attitudes, development and foreign relations of each country with which PBPRIME is concerned. Each survey course deals with either a country of major interest, such as country of major interest, such as course consists of sixty (60) hours of classroom instruction, supplemented by directed outside reading, and is open to personnel engaged in intelligence collection, operations, evaluation, or support in connection with the country or countries covered.

3. Regional Survey:

An introduction to the various regional aspects and developments of significant groupings of foreign countries, such as Arab States or Southeast Asia, the emphasis being directed toward the regional integrity or interrelationship rather than the component parts. Each course focuses on a grouping based upon political, economic, cultural or strategic factors and is designed to meet the requirements of the intelligence community. Each course consists of sixty (60) hours of classroom instruction, supplemented by directed outside reading, and is open to personnel engaged in intelligence collection, operations, evaluation or support in connection with the region covered.

4. Our Personnel Abroad:

An introduction to social customs, significant cultural and national attitudes and sensitivities, traditional and current attitudes toward foreigners, and other matters affecting overseas duty in a given country or area. Each course focuses on the peculiar conditions and problems affecting personal and professional effectiveness in that country or area. Each course consists of fifteen to eighteen (15 - 18) hours of instruction. These courses are designed for all employees going to a country or area for the first time, and for their dependents, and for personnel who will be working with nationals from those locations.

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^{*}See EXTERNAL

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5. Current Problems Survey:

A seminar program will be designed to develop a sharper appreciation of the elements and factors involved in the discharge of intelligence responsibilities, through the study of a specific phase of the political, economic or sociological aspects of a foreign country or area. Each course will consist of from twenty-four to thirty-six (24 - 36) hours of seminar discussion and occasional lectures, with a senior person experienced in the field of intelligence production and evaluation as moderator. Supplementary reading, group conferences and the preparation of seminar papers will be required. The courses will be designed for those who have completed an appropriate BCS or RS course or the equivalent thereof, who have had at least two years in the country or area concerned, or equivalent desk duty at Headquarters, and who are judged to have the other necessary qualifications for participation.

6. Omnibus Program:

This program will consist of the appropriate Basic Country Survey course or Regional Survey course, and the Our Personnel Abroad course, plus language training, constituting full-time training of ten weeks' duration. Supplementary reading, preparation of papers, and laboratory drill will be required. These courses will be designed for all personnel engaged in intelligence production, operations, or services relating to the country, or region of concern, who are scheduled for overseas duty.

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Basic Country Surveys

Regional Surveys

USSR

Middle East
Economic Factors in Asia
Fertile Crescent
Free Europe

National Interest of U. S. in Middle East* Northeast Asia

Russia in Asia Southeast Asia

Soviet Bloc Our Personnel Abroad

Arab States

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France*
Turkey

^{*}All courses are part time except those asterisked

LANGUAGE AND AREA (EXTERNAL)*

- 1. External language and area training may be pursued at most universities in the country and at many overseas. No programs or courses are identical even though the subject may be the same. Final selection of institutions, and determination of programs, are made by headquarters on a basis of the stated objectives for training. It is expected that most needs for external language and area training will be met by courses and programs described in the catalog, or by other programs later announced through headquarters. Only when required training is not obtainable through any of these programs, and is not available through other scheduled courses in academic institutions, should special, unscheduled programs be developed.
- 2. Requests should be submitted not less than one month, and preferably three or more months, in advance. A few of these courses are available only once a year and others only twice a year. The languages in greatest demand, however, are available several times a year. To assure accommodations, therefore, planning in some cases should be done much in advance, and early consultation with headquarters is advised.
- 3. Intensive full-time language training, with emphasis on the spoken language, usually is available at ODYOKE facilities as follows:

Portuguese Albanian German Romanian Arabic Greek Russian Bulgarian Hungarian Serbo-Croatian Indonesian Burmese Chinese (Cantonese) Italian Slovene Chinese (Mandarin) Spanish Japanese Korean Thai Czech Turkish Lithuanian (Slovak) Finnish Persian Ukrainian Vietnamese French Polish

4. Full-time (3-24 months) Language Area Programs, all involving overseas residence and study, conducted by non-organization facilities accepting our personnel:

Area Specialists Program (China) Area Specialists Program (Japan) Area Analysts Program (Near East) Area Specialists Program (Near East) Area Specialists Program (USSR)

5. Principal integrated Language Area Programs available at universities in this country:

(Request for information on programs available at universities) may be directed to Headquarters.)

^{*}See LANGUAGE (INTERNAL), and AREA (INTERNAL)

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Components of may be requested to accept personnel of the organization in any of its colleges or specialized courses. Headquarters has obtained specified quotas from ODEARL senior colleges at which it is considered desirable to have representatives of this organization included in each annual and semi-annual session.

The mission of these schools is to train senior officers of the military and naval services and certain other ODYOKE agencies to exercise joint, high-level command and staff functions and perform strategic planning duties in their respective departments. Consequently, the organization's Career Service Board selects and recommends to the chief of the organization, for his nomination, those career officers whose qualifications are parallel in age, training, and experience to the military officers attending each course. Representatives are those whose present or prospective duties require a knowledge of current military doctrine and who are likely to be collaborating with the military and naval services in future years. At the same time they must have had sufficient experience within the organization to be able to contribute a knowledge of its functions and procedures to those phases of the military courses in which the problems of intelligence are implicit. Current requirements are included in headquarters' announcements when applications are requested prior to the dates for selecting candidates each spring.

The organization has had quota allotments for the principal service courses in intelligence; other intelligence courses are available in such subjects as Prisoner of War Interrogation, Order of Battle, and Photo Interpretation. Individuals may also be sent to specialized courses conducted by the military and naval services.

Headquarters maintains current catalogs of courses and schedules published by the military and naval services. These catalogs list several hundred courses from basic training to post-graduate study in professional fields.

ADVANCED MANAGEMENT COURSES

Businessmen have attended universities for assistance in studying the problems inherent in the growth of huge corporations. The responsibilities undertaken by both business and government executives in our generation far exceed the expectations of fifty years ago. One result has been the inauguration of intensive university courses and seminars for personnel in senior executive positions. The objective of these courses is to make the corporation executive a better man for his job and to prepare him for the assumption of greater responsibility. Headquarters considers some of these courses to be effective in preparing qualified personnel for future advancement in this organization. The courses are conducted from six to twelve weeks and are held from one to four times a year.

Requests for information concerning the Advanced Management courses and requirements for enrollment may be directed to headquarters.

TITLE Staff Cryptographic Systems (Manual) Briefing

OBJECTIVE To acquaint personnel with the basic elements of

cryptographic communications

PREREQUISITE Cryptographic clearance

ENROLLMENT 1 to 6

DURATION Two days (16 hours)

LOCATION Headquarters

This briefing is designed for Chiefs of Station, Chiefs of Base, or their deputies, who by reason of their position, desire a basic knowledge of cryptography in order to be familiar with the cryptographic activities at their station. This briefing does not qualify the individual to perform cryptographic duties.

TITLE Staff Cryptographic Systems (Manual)

OBJECTIVE To qualify personnel to perform staff cryptographic

duties

PREREQUISITE Cryptographic clearance

ENROLLMENT 1 to 10

DURATION Three weeks (120 hours)

LOCATION Other than Headquarters

This course is comprised of a complete coverage of the manual systems and procedures required in the performance of staff cryptographic duties. Successful completion qualifies the participant to perform or assist with such duties.

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TITLE Staff Cryptographic Systems (Manual) Refresher

OBJECTIVE To qualify previously trained personnel to perform

cryptographic duties

PREREQUISITES Cryptographic clearance

Staff Cryptographic Systems (Manual) Course

ENROLLMENT 1 to 3

DURATION One week (40 hours)

LOCATION Other than Headquarters

This course is conducted for personnel who have had previous training and experience in cryptographic procedures and is tailored to meet the requirements of the specific assignment. The student receives a review of previous instruction and learns new procedures to qualify him to perform cryptographic duties at his new station.

Since the cryptographic systems used at the various stations often differ, the need for enrolling in this course should be considered anytime an individual is assigned to a station for which he has not been specifically trained.

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TITLE First Aid

OBJECTIVE Basic first aid for emergency purposes

PREREQUISITE Secret clearance

ENROLLMENT 10 to 20

DURATION 12 hours (three 2-hour periods per week)

LOCATION Headquarters

This is a 12-hour course, solely for the layman, which provides instruction in the care and handling of sick and injured before professional medical attention can be obtained. It does not take the place of professional medical or surgical attention, but instructs the individual in measures to be taken to alleviate pain, prevent further injury, save life, and preserve resistance and vitality.

It prepares the individual to meet with everyday emergencies and those which may be encountered in any disaster situation.

TITLE Individual Medical Support

OBJECTIVE Medical training for case officers and agents

PREREQUISITES Top Secret clearance

First Aid, or equivalent training

ENROLLMENT 1 to 5

DURATION 30 hours (one week)

LOCATION Headquarters or Sites

This 30-hour course is given to provide individuals (i.e., case officers, agents, etc.) with sufficient fundamental medical and surgical knowledge and skill to handle sick and injured associates and themselves under isolated conditions. Such training is a "must" for persons whose peculiar nature of work takes them to isolated areas for indefinite periods of time and where no professional medical or surgical attention, assistance, or materials can be furnished or purchased.

Upon completion of this training an individual is usually capable of coping with most emergency situations needing medical attention.

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TITLE Medical Terminology

OBJECTIVE To familiarize case officers, interrogators, and agents

with medical terminology

PREREQUISITE Top Secret clearance

ENROLLMENT 1 to 5

DURATION 30 hours (one week)

LOCATION Headquarters and Sites

This 30-hour course provides the individual with sufficient knowledge to identify pieces of medical information gathered from reading, interrogation, or conversation which may be of value when interpreted by proper authorities. This training qualifies an individual to train his associates, or agents, to exploit cover jobs in many types of medical offices, institutions, private practice situations, medical and drug firms, hospitals, public health units, etc. Such places are usually in a position to supply abundant accumulated and indexed information, and daily news, on persons in government, private industry, civilian endeavors, military units, etc.

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TITLE Physical and Economic Geography of the USSR

OBJECTIVE Familiarize analysts with Russian geographic

terminology and substance

PREREQUISITES Secret clearance

Elementary Russian Language course

ENROLLMENT 5 to 15

DURATION Sixteen weeks: two 1-hour classes per week, plus

outside preparation

LOCATION Headquarters

The course is conducted on a seminar basis, and is devoted to reading and translating condensed Russian materials on the geography of the USSR. The prepared text covers physical aspects such as location, boundaries, climate, natural vegetation zones; also rivers, highlands, and lowlands by physical regions; and administrative divisions. Economic components surveyed include agriculture, industry, transportation, and demography.

Translation and discussion of the materials is supplemented by lectures presented by members of the organization.



TITLE Industrial Photographic Intelligence

OBJECTIVE Provide industrial photo-reading experience and general

familiarization with the capabilities and limitations

of photographic intelligence

PREREQUISITE Top Secret clearance

ENROLLMENT 12 to 21

DURATION Four and one-half weeks (40 hours), two 3-hour morning

classes per week, plus one 8-hour day, field trip to

an oil refinery

LOCATION Headquarters

As background training for all intelligence officers dealing with industrial installations, this course is designed to accomplish a three-fold purpose: (1) to enable analysts to make elementary interpretations from photography of industrial installations; (2) to indicate the capabilities and limitations of photographic intelligence, and (3) to indicate types of services available from the professional personnel, using advanced technical equipment, of the organization.

The student, through the medium of photographic interpretation of industrial installations, exercises and develops his abilities in stere-ovision, recognition, and visual orientation, utilizing aerial and ground photography, maps, charts, and other intelligence material.

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TITLE Intelligence Subject Code

OBJECTIVE Familiarity with the Library Indexing System used by our

organization, and the military services

PREREQUISITE Secret clearance

ENROLLMENT 2 to 27

DURATION 4 weeks (160 hours)

LOCATION Headquarters

This course is designed to instruct all new library document analysts, book catalogers, and reference librarians, as well as personnel from intelligence organizations, in the use of the <u>Intelligence Subject Code</u>. The course is open to anyone who needs basic orientation in the Library Intellofax system with special emphasis on the use of the <u>Intelligence Subject Code</u>. The course includes: (1) analysis of intelligence documents; (2) selection and assignment of proper subject and area codes; (3) understanding of the punched cards and facsimile operations for the retrieval of subject information; (4) familiarization with library facilities.

TITLE

Logistic Support*

OBJECTIVES

To instruct and provide practice in the skills, methods and techniques necessary to perform logistics functions in the field

To provide general orientation in the headquarters logistic functions and responsibilities

PREREQUISITE

Top Secret clearance

ENROLLMENT

10 to 25

DURATION

6 weeks (3 to 4 times yearly)

LOCATION

First four weeks - Headquarters; last two weeks - other

than Headquarters

The course is a requirement for all Logistics career personnel who will eventually be serving in a logistical capacity in the area divisions or in the field. It is also desirable for administrative personnel who have or will have logistical responsibilities.

The first phase of the course lasts four (4) weeks and consists of the following:

- 1. Headquarters responsibilities of the office of logistics.
- 2. Lectures, discussions, exercises, and case studies in real estate, transportation, printing services, procurement, and supply procedures Headquarters and Field.

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The second phase of the course is given outside the Headquarters area and consists of:

1. Familiarization with and participation in the actual logistics activity of a field-type support station.

Instructional methods include lectures, demonstrations, seminars, group discussions, case problems, films, and work participation.

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^{*}Note: Tutorial or on-the-job training can be provided in all logistic subjects. Typical areas are: (a)

⁽b) warehousing; (c) supply accountability; (d) household effects;

⁽e) procurement procedures; (f) printing and reproduction. In addition, orientation programs ranging from a few hours to several weeks, covering the headquarters functions of the office of logistics, can be arranged.

TITLE Security Introduction

OBJECTIVE Individual responsibility in relation to the organization

security program

PREREQUISITE Secret clearance

ENROLLMENT 10 to 75

DURATION Three hours

LOCATION Headquarters

This course is designed to familiarize new personnel with the basic assumptions underlying the organization's security program, revealing how the nature of the intelligence product forces security practices which affect every employee. The primary principles of the Security Program are reviewed and amplified with numerous examples of good and bad security practices.

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The phases, on an integrated-course basis, require four weeks. Any of six phases may be separately scheduled on a one-week basis by advance arrangement. The initiating office should place its request for this type of training well in advance of the date the training is actually required.

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